

Superior Court of CA, County of Siskiyou
PERFORMANCE EVALUATION PROJECT
CRIMINAL CASE COURT PERFORMANCE MEASUREMENT MAP
July 1, 2002

A. Goals of Criminal Case Processing

1. Reduce the individual and community harm resulting from criminal behavior by:
 - Sentencing offenders appropriately and holding offenders accountable for the consequences of their behavior;
 - Ensuring that offenders receive appropriate treatment and intervention;
 - Facilitating victim access to support services where appropriate; and
 - Increasing knowledge about the consequences of criminal behavior throughout the justice system, and the community.
2. Build public trust and confidence in the Siskiyou County Superior Court by:
 - Processing all criminal cases expeditiously; and
 - Ensuring consistency across divisions.

B. Siskiyou County Superior Court Strategic Direction and Criminal Case Processing

1. Criminal case processing supports the following Siskiyou County Superior Court strategic planning objectives:
 - treat all people with dignity and respect and apply the law appropriately to the circumstances of individual cases;
 - promote cooperation among the courts, justice system, the county and other community agencies and services;
 - provide safe, convenient, accessible and appropriate facilities for all who serve and who are served by the court; and
 - enhance timely court performance and case management practices, the consistent and impartial application of the law, and access by those whom the court serves.

C. Types of Infrastructure Required to Support Criminal Case Processing and the Essential Performance Measurement Questions That Need to Be Addressed For Each Type of Infrastructure

1. Policy-Making

(a) Types of Policy-Making Needed

- Capacity to inventory assessment and treatment providers (e.g. DUI courses).
- Determining and continuously updating the range and scope of services to be provided as part of criminal case processing, such as preparing pre-sentence reports.
- Determining the implications of changes in criminal law for Court policies and procedures.
- Working with DAs to determine charge policies and timely case processing procedures.
- Policies for establishing pleas-cut off procedures and alternative sanctions, and for maintaining consistent practices among judges.

(b) Essential Policy-Making Performance Measurement Questions

- Does the Court's organization, governance, and policy-making processes, in general, sufficiently support criminal case process?
- Do all judges and staff know what their roles are in criminal case processing?

2. Planning

(a) Types of Planning Needed

- Court-wide strategic, long-range, and operational planning to integrate criminal case processing with the work of the Court in general.
- Operational planning with probation and service provision agencies to establish service standards.
- Long-range planning to forecast caseloads.
- Interagency operational planning with law enforcement and victims assistance agencies.
- Space and facilities planning.
- Strategic and long-range planning to anticipate implications of changes in legislation, such as the passage of Proposition 36.

- Project planning to establish evaluation procedures.

(b) Essential Performance Measurement Questions

- Is there sufficient planning within the Court to anticipate demand on criminal case processing and how community needs can be addressed adequately?
- Is the Court an effective partner in planning efforts to link the work of the Court with the work of local, state, and federal justice system partners?
- Is there sufficient project planning and evaluation follow-up within the Court to assure that criminal case processing is efficient and effective? Is there sufficient planning to determine if criminal case processing reduces recidivism?

3. Finance and Budgeting

(a) Types of Finance and Budgeting Needed

- Sufficient and predictable resources needed to meet the goals of criminal case processing, including the resources needed to affect long-term cultural change.
- A capacity to obtain funds from sources other than the state and county governments, such as from federal government grants.
- A capacity to increase resources and modify expenditures within an annual budget cycle, in light of changes in demand for services.
- A capacity to use resources from throughout the entire Court when needed.

(b) Essential Finance and Budgeting Performance Measurement Questions

- Does criminal case processing have the resources needed to meet the goals of the process?
- Does the Court have the flexibility to use resources to meet changing needs as problems are identified?
- Is the Court able to enter into partnerships that include resource sharing with other private and public organizations.

4. Staffing and Training

(a) Types of Staffing and Training Needed

- Judge and staff training needed to effectively process criminal cases, such as case management training.
- Cultural diversity training.
- Interview skills and customer service training, including training on how to deal with court users under stress.
- Capacity to provide a level of service coverage that meets public expectations.

(b) Essential Staffing Performance Measurement Questions

- Does the Court have the trained personnel needed to meet public expectations for effective criminal case processing?
- Can the Court access staff located in other organizations, especially probation, to assist with criminal case service provision?

5. Management

(a) Types of Management Needed

- Commitment by judges, administrators, and staff to use standardized case processing procedures in all Court divisions.
- Capacity to provide adequate supervision and guidance to the diverse types of Court personnel, including judges.
- Capacity of the Court administration to insure proper oversight of criminal case processing in general.
- Capacity to instill confidence in Court leadership among all judges and personnel, and a willingness among all personnel to follow the direction of leaders.

(b) Essential Management Performance Measurement Questions

- Do the personnel assigned to criminal case processing receive the supervision and guidance they need ?
- Does the Court administrative and governance structure assure that judges, court managers and personnel are aware of, and able to support criminal case processing

6. Communications and Coordination

(a) Types of Communication Needed

- Capacity for those responsible for criminal case processing to communicate with personnel from throughout the Court, service providers, and other justice partners.
- Capacity for those responsible for criminal case processing to communicate with citizen groups, volunteers, individual citizens, and the public at large.

(b) Essential Communications Performance Measurement Questions

- Are all segments of the Court aware of, and supportive of, criminal case processing policies and procedures?
- Are all segments of the justice community aware of, and supportive of, Court criminal case processing policies and procedures?

7. Technology

(a) Technology Needed to Support Criminal Case Processing

- A variety of different types of communications technology for linking Court personnel with different units, state and local databases, and other justice agencies, including the DMV.
- Records technology for linking cases across court divisions and units, e.g. linking juvenile, dependency, criminal, and other cases involving a single family.
- Records production and management technology.
- Office technology, e.g. word processing, presentation software.
- Computer workstations.
- Case scheduling, tracking, and calendaring programs.
- Jail inventory and prisoner tracking systems.

(b) Essential Technology Performance Measurement Questions

- Does the availability and use of technology adequately support criminal case processing?

8. Equipment

(a) Equipment Needed to Support Criminal Case Processing

- Photocopiers
- Evidence and presentation equipment
- Furniture
- Telecommunications, FAX, printers
- Word processing equipment
- Data base access terminals

(b) Essential Equipment Performance Measurement Questions

- Does the availability and use of equipment adequately support criminal case processing?

9. Facilities

(a) Facilities Needed to Support Criminal Case Processing

- Common and private work and meeting spaces
- Public information dissemination areas
- Evidence storage areas
- Courtrooms, hearings rooms, and judges chambers
- Records rooms and storage spaces
- Secure holding areas

(b) Essential Facilities Performance Measurement Questions

- Do Court facilities adequately support criminal case processing?

Inventory of Applicable Infrastructure Performance Measures

1. Work Input Measures of the Magnitude of Work to be Done in Criminal Case Processing

- Case filings

- Case complexity measures for different types of cases
 - Changes in legislation
 - Requests for justice agency and community activities and program participation such as school education programs
 - Records entry
 - Pre-sentence reports
 - Requests for information
 - Court hearings/sessions
 - Division caseload allocations
2. Work Output Measures of the Amount of Work Produced by Criminal Case Processing
- Case dispositions
 - People served
 - Sentence reports completed
 - Types of services provided
 - Community meetings held
 - Partnerships formed/programs established
 - Time spent in service activities
 - Downtime -- time spent waiting for information, etc.
 - Hearings completed
 - Records entered
3. Productivity Measures of the Output per Staff, Judge, etc
- (all of the measures in 2. above by units or time periods, e.g. calls responded to per staff)

4. Efficiency Measures of Resource Costs

- Case processing time
- Trial rate
- Percentage cases held over
- Age of pending caseload
- Ratio of case dispositions to case filings
- Certainty of hearing dates

D. Sources of Performance Measurement Data Collection For Assessing Criminal Case Processing

- Court personnel work satisfaction surveys, individual interviews, and focus group sessions
- Jury satisfaction surveys, comment cards, interviews, and focus groups
- Interviews with service referral agencies and justice agency partners
- Automated data entry and records
- Caseload filing and disposition statistics

Figure 1: Criminal Case Goals and Measures Summary

Goal 1: Reduce the individual and community harm resulting from criminal behavior by:

- Sentencing offenders appropriately and holding offenders accountable for the consequences of their behavior;
- Ensuring that offenders receive appropriate treatment and intervention;
- Facilitating victim access to support services where appropriate; and
- Increasing knowledge about the consequences of criminal behavior throughout the justice system, and the community.

Goal 1 Performance Measures

Input measures of the types and magnitude of work to be done in criminal case processing are:

- Case filings and case complexity measures;
- Court sessions held; and

- Cases referred to probation for pre-sentence reports and other services.

Output measures of the types and amount of work produced during criminal case processing are:

- Number and types of dispositions;
- Sentence reports completed;
- Results of court sessions; and
- Types of services provided by probation and court referred services.

Outcome measures of the results of court criminal case processing are:

- Offender compliance with court orders;
- Offender recidivism;
- Victim access to support services; and
- Victim and offender satisfaction with court service provision.

Goal 1 Performance Measurement Data Collection

- Case files;
- Probation files; and
- Offender and victims focus groups.

Goal 2: Build public trust and confidence in the Siskiyou County Superior Court by:

- Processing all criminal cases expeditiously; and
- Ensuring consistency across divisions.

Goal 2 Performance Measures

Efficiency measures of resource expenditures are:

- Processing time for steps in criminal case processing;
- Hearings per case;
- Continuances per case/certainty of hearing dates;
- Age of pending caseload;
- Percentage of cases held over;
- Trial rate;
- Ratio of case dispositions to case filings; and
- Time spent in probation monitoring and other service activities.

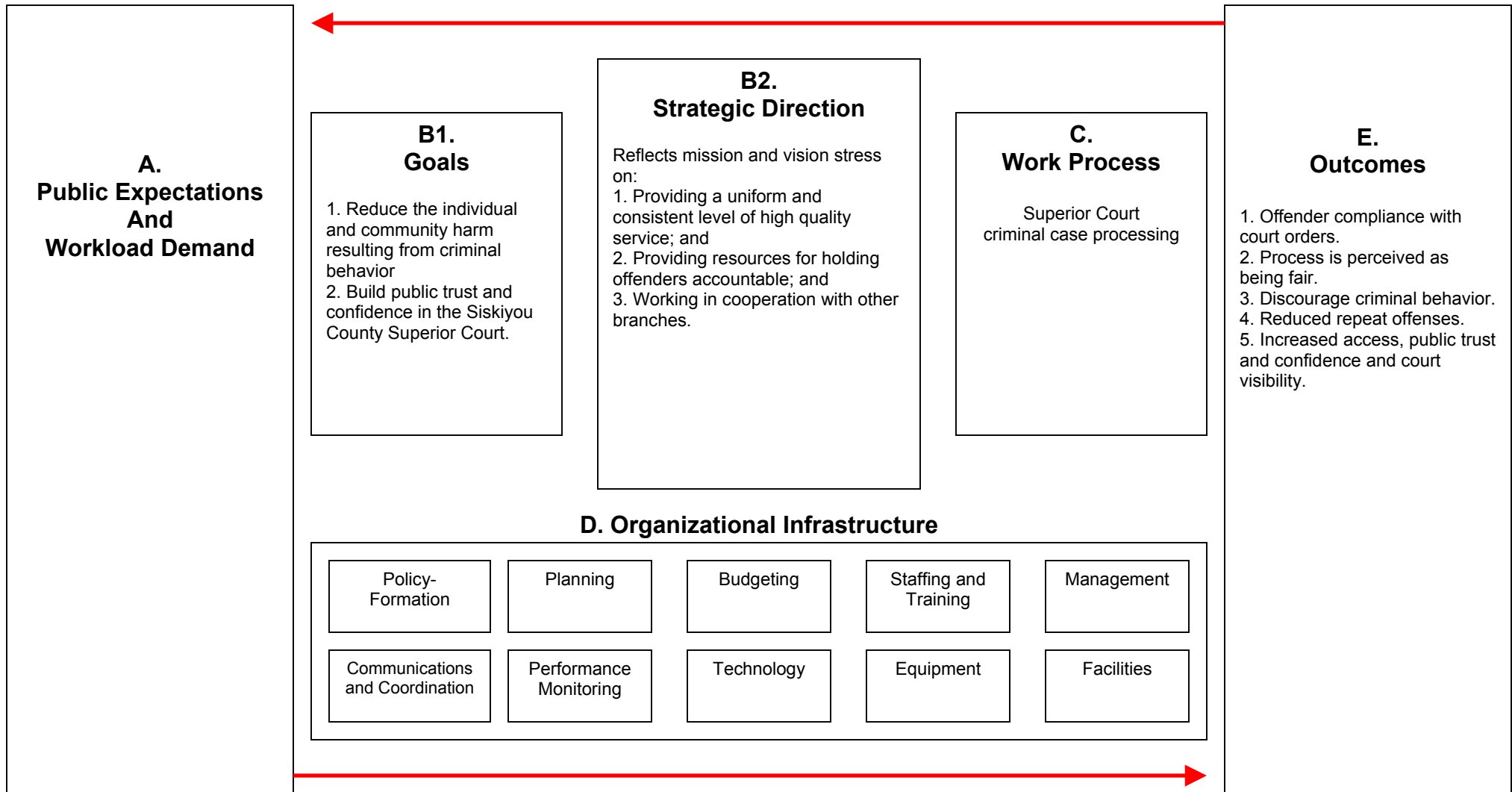
Outcome measures of the results of criminal case processing are:

- Public expectations, awareness of the court's role in criminal case processing, perceptions of fairness, and satisfaction with court performance.

Goal 2 Performance Measurement Data Collection

- Caseload statistics;
- Public and system actor focus groups; and
- Public and system actor satisfaction surveys.

Siskiyou County Superior Court - Criminal Case Processing



**Superior Court of CA, County of Siskiyou
PERFORMANCE EVALUATION PROJECT**

CIVIL CASE COURT PERFORMANCE MEASUREMENT MAP

July 1, 2002

A. Goals of Civil Case Processing

1. Provide access to the Court for all types of litigants by:
 - maintaining appropriate forums for resolving a range of civil disputes such as small claims, limited, and general civil case processing tracks.
2. Build public trust and confidence in the Siskiyou County Superior Court by:
 - processing all civil cases expeditiously; and
 - providing lasting case resolutions.

B. Siskiyou County Superior Court Strategic Direction and Civil Case Processing

1. Effective civil case processing is a fundamental component of the Court's mission to "provide a neutral forum for the timely resolution of disputes according to the law."
2. Civil case processing also supports the following Siskiyou County Superior Court strategic planning objectives:
 - treat all people with dignity and respect and apply the law appropriately to the circumstances of individual cases;
 - use progressive technologies to accomplish all works aspects of the court;
 - provide safe, convenient, accessible and appropriate facilities for all who serve and who are served by the court; and
 - enhance timely court performance and case management practices, the consistent and impartial application of the law, and access by those whom the court serves.

C. Types of Infrastructure Required to Support Civil Case Processing and the Essential Performance Measurement Questions That Need to Be Addressed For Each Type of Infrastructure

1. Policy-Making

(a) Types of Policy-Making Needed

- Capacity to work with county clerk and recorder to establish document management procedures.
- Capacity to work with Sheriff's civil office to serve and enforce judgments.
- Determining and continuously updating the range and scope of services to be provided as part of civil case processing, such as pro se services.
- Determining policies regarding providing information and legal advice.
- Determining the implications of changes in civil case law (e.g., changes in Small Claims limit) for Court policies and procedures.
- Policies for establishing procedures for maintaining consistent practices among court staff and judges.

(b) Essential Policy-Making Performance Measurement Questions

- Does the Court's organization, governance, and policy-making processes, in general, sufficiently support civil case processing?
- Do all judges and staff know what their roles are in civil case processing?

2. Planning

(a) Types of Planning Needed

- Court-wide strategic, long-range, and operational planning to integrate civil case processing with the work of the Court in general.
- Long-range planning to forecast caseloads and changes in service demand.
- Space and facilities planning.
- Strategic and long-range planning to anticipate implications of changes in legislation.
- Project planning to establish evaluation procedures.

(b) Essential Performance Measurement Questions

- Is there sufficient planning within the Court to anticipate demand on civil case processing and how community needs can be addressed adequately?
- Is there sufficient project planning and evaluation follow-up within the Court to assure that civil case processing is efficient and effective?

3. Finance and Budgeting

(a) Types of Finance and Budgeting Needed

- A capacity to split revenues between local and state funds, and by processing tracks.
- A capacity to assign different case costs for three different case processing tracks.
- A capacity to use resources from throughout the entire Court when needed.

(b) Essential Finance and Budgeting Performance Measurement Questions

- Does civil case processing have the resources needed to meet the goals of the process?
- Does the Court have the flexibility to use resources to meet changing needs as problems are identified?

4. Staffing and Training

(a) Types of Staffing and Training Needed

- Judge and staff training needed to effectively process civil cases, such as case procedure training at all court sites, training about unlawful detainer case processing procedures, and how to provide pro se assistance.
- Cultural diversity training.
- Interview skills and customer service training, including training on how to deal with court users under stress.
- Capacity to provide full service coverage that meets public expectations.

(b) Essential Staffing Performance Measurement Questions

- Does the Court have the trained personnel needed to meet public expectations for effective civil case processing?

- Can the Court access staff at all locations to process civil cases?

5. Management

(a) Types of Management Needed

- Commitment by judges, administrators, and staff to use standardized case processing procedures in all Court divisions.
- Commitment by the Court in general to the importance of civil case processing.
- Capacity to assign cases to appropriate case processing tracks.
- Capacity to provide adequate supervision and guidance to the diverse types of Court personnel, including judges.
- Capacity of the Court administration to insure proper oversight of civil case processing in general.
- Capacity to instill confidence in Court leadership among all judges and personnel, and a willingness among all personnel to follow the direction of leaders.

(b) Essential Management Performance Measurement Questions

- Do the personnel assigned to civil case processing receive the supervision and guidance they need ?
- Does the Court administrative and governance structure assure that judges, court managers and personnel are aware of, and able to support civil case processing?

6. Communications and Coordination

(a) Types of Communication and Coordination Needed

- Capacity to answer detailed questions about case processing including phone requests for information.
- Capacity to interact with other agencies, including the Sheriff's civil office, the recorder, and small claims facilitators.
- Capacity for those responsible for civil case processing to communicate with personnel from throughout the Court, service providers, and other justice partners, including Court personnel located in remote part of Siskiyou County.

- Capacity for those responsible for civil case processing to communicate with citizen groups, volunteers, individual citizens, and the public at large.

(b) Essential Communications Performance Measurement Questions

- Are all segments of the Court aware of, and supportive of, civil case processing policies and procedures?
- Are all segments of the justice community aware of, and supportive of, Court civil case processing policies and procedures?

7. Technology

(a) Technology Needed to Support Civil Case Processing

- A variety of different types of communications technology for linking Court personnel with different units, state and local databases.
- Records technology for linking case information among agencies.
- Records production and management technology, including the capacity to handle very large case files (e.g. imaging technology).
- Video teleconferencing.
- Office technology, e.g. word processing, presentation software.
- Computer workstations.
- Capacity for case filing at Court locations across the County.
- Case scheduling, tracking, and calendaring programs, especially systems for scheduling attorney activities.
- Records technology for recording fees payments.
- Access to JALAN

(b) Essential Technology Performance Measurement Questions

- Does the availability and use of technology adequately support civil case processing?

8. Equipment

(a) Equipment Needed to Support Civil Case Processing

- Photocopiers
- Public access terminals at sites across the County
- Notice software and mailing equipment
- Furniture
- Telecommunications, FAX, printers
- Word processing equipment
- Data base access terminals

(b) Essential Equipment Performance Measurement Questions

- Does the availability and use of equipment adequately support civil case processing?

9. Facilities

(a) Facilities Needed to Support Civil Case Processing

- Common and private work and meeting spaces
- Public information dissemination areas
- Public meeting spaces to review records
- Records storage areas
- Courtrooms, hearings rooms, and judges chambers
- Records rooms and storage space
- Adequate counter-space at all court sites

(b) Essential Facilities Performance Measurement Questions

- Do Court facilities adequately support civil case processing?

Inventory of Applicable Infrastructure Performance Measures

1. Work Input Measures of the Magnitude of Work to be Done in Civil Case Processing

- Case filings by forum type (small claims, limited, general civil)
- Requests for pro se assistance
- Records entry
- Requests for information by phone and at court facility counters
- Court hearings/sessions

2. Work Output Measures of the Amount of Work Produced by Civil Case Processing

- Case dispositions
- People served
- Types of services provided
- Time spent in service activities
- Time spend purging cases
- Downtime -- time spent waiting for information, etc.
- Hearings completed
- Records entered

3. Productivity Measures of the Output per Staff, Judge, etc

- (all of the measures in 2. above by units or time periods, e.g. calls responded to per staff)

4. Efficiency Measures of Resource Costs

- Case processing time
- Age of pending caseload

- Ratio of case dispositions to case filings
- Certainty of hearing dates

5. Outcome Measures of the Results of Civil Case Processing

- Litigant and attorney satisfaction with services;
- Public perceptions of civil case processing fairness.

D. Sources of Performance Measurement Data Collection For Assessing Civil Case Processing

- Court personnel work satisfaction surveys, individual interviews, and focus group sessions
- Public satisfaction surveys, comment cards, interviews, and focus groups
- Interviews with attorneys
- Automated data entry and records
- Caseload filing and disposition statistics
- Activity logs

Figure 1: Civil Case Processing Goals and Measures Summary

<p>Goal 1: Build public trust and confidence in the Siskiyou County Superior Court by:</p> <ul style="list-style-type: none"> • Processing all civil cases expeditiously; and • Providing lasting case resolutions. <p>Goal 2: Provide access to the Court for all types of litigants by:</p> <ul style="list-style-type: none"> • Maintaining appropriate forums for resolving a range of civil disputes such as small claims, limited, and general civil case processing tracks.
<p style="text-align: center;">Goals 1 and 2 Performance Measures</p> <p><u>Input measures</u> of the types and magnitude of work to be done in civil case processing are:</p> <ul style="list-style-type: none"> • Case filings by forum type (small claims, limited, general civil); • Requests for pro se assistance;

- Records entry required;
- Requests for information by phone and at court facility counters; and
- Court hearings/sessions held.

Output measures of the types and amount of work produced during civil case processing are:

- Case dispositions;
- People served;
- Types of services provided;
- Time spent in service activities;
- Hearings completed; and
- Records entered.

Productivity measures of the output per staff, judge, etc

- (all of the measures in 2. Above by units or time periods, e.g. calls responded to per staff)

Efficiency measures of resource costs are:

- Case processing time;
- Age of pending caseload;
- Ratio of case dispositions to case filings; and
- Certainty of hearing dates.

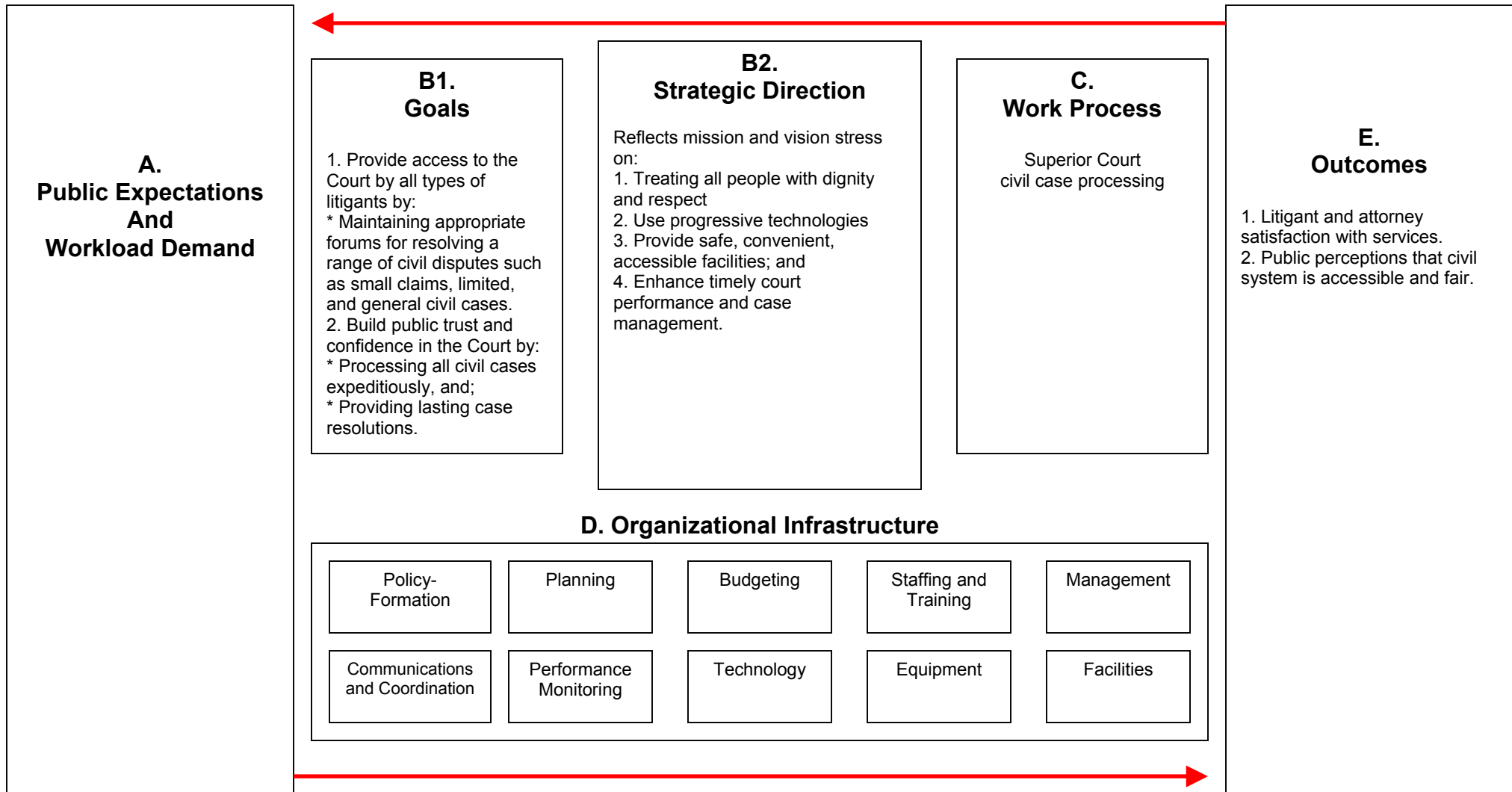
Outcome measures of the results of civil case processing are:

- Litigant and attorney satisfaction with services;
- Public perceptions of civil case processing fairness.

Goals 1 and 2 Performance Measurement Data Collection

- Court personnel work satisfaction surveys, individual interviews, and focus group sessions
- Public satisfaction surveys, comment cards, interviews, and focus groups
- Interviews with attorneys;
- Automated data entry and records;
- Activity logs; and
- Caseload filing and disposition statistics.

Siskiyou County Superior Court - Civil Case Processing



**Superior Court of CA, County of Siskiyou
PERFORMANCE EVALUATION PROJECT**

TRAFFIC CASE COURT PERFORMANCE MEASUREMENT MAP

July 1, 2002

A. Goals of Traffic Case Processing

1. Build public trust and confidence in the Siskiyou County Superior Court by:
 - Processing all traffic cases expeditiously;
 - Providing lasting case resolutions;
 - Sentencing offenders appropriately and holding offenders accountable for the consequences of their behavior;
 - Increasing knowledge about the consequences of traffic violations among offenders and the community; and
 - Ensuring that offenders receive appropriate treatment and intervention.

B. Siskiyou County Superior Court Strategic Direction and Traffic Case Processing

1. Traffic case processing supports the following Siskiyou County Superior Court strategic planning objectives:
 - treat all people with dignity and respect and apply the law appropriately to the circumstances of individual cases;
 - use progressive technologies to accomplish all works aspects of the court;
 - provide safe, convenient, accessible and appropriate facilities for all who serve and who are served by the court; and
 - enhance timely court performance and case management practices, the consistent and impartial application of the law, and access by those whom the court serves.

C. Types of Infrastructure Required to Support Traffic Case Processing and the Essential Performance Measurement Questions That Need to Be Addressed For Each Type of Infrastructure

1. Policy-Making

(a) Types of Policy-Making Needed

- Capacity to inventory assessment and treatment providers (e.g. traffic school).
- Determining and continuously updating the range and scope of services to be provided as part of traffic case processing.
- Determining the implications of changes in traffic offense law for Court policies and procedures.
- Policies for establishing procedures with the DMV, alternative sanctions, and for maintaining consistent practices among judges.
- Bail policies.
- Policies for ticket collection.

(b) Essential Policy-Making Performance Measurement Questions

- Does the Court's organization, governance, and policy-making processes, in general, sufficiently support traffic case processing?
- Do all judges and staff know what their roles are in traffic case processing?

2. Planning

(a) Types of Planning Needed

- Court-wide strategic, long-range, and operational planning to integrate traffic case processing with the work of the Court in general.
- Operational planning with probation and service provision agencies to establish service standards.
- Long-range planning to forecast caseloads.
- Interagency operational planning with law enforcement, especially the California Highway Patrol, and the Department of Motor Vehicles.
- Space and facilities planning.
- Strategic and long-range planning to anticipate implications of changes in legislation.
- Project planning to establish evaluation procedures.

(b) Essential Performance Measurement Questions

- Is there sufficient planning within the Court to anticipate demand on traffic case processing and how community needs can be addressed adequately?
- Is the Court an effective partner in planning efforts to link the work of the Court with the work of local, state, and federal justice system partners, such as the Department of Motor Vehicles?
- Is there sufficient project planning and evaluation follow-up within the Court to assure that traffic case processing is efficient and effective?

3. Finance and Budgeting

(a) Types of Finance and Budgeting Needed

- A capacity to split revenues between local and state funds.
- A capacity to use resources from throughout the entire Court when needed.

(b) Essential Finance and Budgeting Performance Measurement Questions

- Does traffic case processing have the resources needed to meet the goals of the process?
- Does the Court have the flexibility to use resources to meet changing needs as problems are identified?

4. Staffing and Training

(a) Types of Staffing and Training Needed

- Judge and staff training needed to effectively process traffic cases, such as case procedure training at all court sites.
- Training about use of discretion in traffic case processing.
- Cultural diversity training.
- Interview skills and customer service training, including training on how to deal with court users under stress.
- Capacity to provide full service coverage that meets public expectations.

(b) Essential Staffing Performance Measurement Questions

- Does the Court have the trained personnel needed to meet public expectations for effective traffic case processing?
- Can the Court access staff at all locations to process traffic cases?

5. Management

(a) Types of Management Needed

- Commitment by judges, administrators, and staff to use standardized case processing procedures in all Court divisions.
- Capacity to provide adequate supervision and guidance to the diverse types of Court personnel, including judges.
- Capacity of the Court administration to insure proper oversight of traffic case processing in general.
- Capacity to instill confidence in Court leadership among all judges and personnel, and a willingness among all personnel to follow the direction of leaders.

(b) Essential Management Performance Measurement Questions

- Do the personnel assigned to traffic case processing receive the supervision and guidance they need ?
- Does the Court administrative and governance structure assure that judges, court managers and personnel are aware of, and able to support traffic case processing?

6. Communications and Coordination

(a) Types of Communication and Coordination Needed

- Capacity to answer detailed questions about case processing including phone requests for information.
- Capacity to interact with other agencies, especially the Department of Motor Vehicles.
- Capacity for those responsible for traffic case processing to communicate with personnel from throughout the Court, service providers, and other justice partners.

- Capacity for those responsible for traffic case processing to communicate with citizen groups, volunteers, individual citizens, and the public at large, including trucking companies and trucking interest groups.
- Capacity to clarify the consequences for non-compliance.

(b) Essential Communications Performance Measurement Questions

- Are all segments of the Court aware of, and supportive of, traffic case processing policies and procedures?
- Are all segments of the justice community aware of, and supportive of, Court traffic case processing policies and procedures?

7. Technology

(a) Technology Needed to Support Traffic Case Processing

- A variety of different types of communications technology for linking Court personnel with different units, state and local data bases, and other justice agencies, especially the Department of Motor Vehicles.
- Records technology for linking case information among agencies.
- Records production and management technology, including procedures for working with error codes.
- Office technology, e.g. word processing, presentation software.
- Computer workstations.
- Case scheduling, tracking, and calendaring programs.
- Records technology for recording fines and fees payments.

(b) Essential Technology Performance Measurement Questions

- Does the availability and use of technology adequately support traffic case processing?

8. Equipment

(a) Equipment Needed to Support Traffic Case Processing

- Photocopiers

- Notice software and mailing equipment
- Furniture
- Telecommunications, FAX, printers
- Word processing equipment
- Data base access terminals

(b) Essential Equipment Performance Measurement Questions

- Does the availability and use of equipment adequately support traffic case processing?

9. Facilities

(a) Facilities Needed to Support Traffic Case Processing

- Common and private work and meeting spaces
- Public information dissemination areas
- Records storage areas
- Courtrooms, hearings rooms, and judges chambers
- Records rooms and storage space
- Adequate counter-space at all court sites

(b) Essential Facilities Performance Measurement Questions

- Do Court facilities adequately support traffic case processing?

Inventory of Applicable Infrastructure Performance Measures

1. Work Input Measures of the Magnitude of Work to be Done in Traffic Case Processing

- Case filings
- Tickets submitted
- Errors to correct submitted

- Requests for justice agency and community activities and program participation such as school education programs
- Records entry
- Requests for information by phone and at court facility counters
- Court hearings/sessions

2. Work Output Measures of the Amount of Work Produced by Traffic Case Processing

- Case dispositions
- People served
- Types of services provided
- Community meetings held
- Partnerships formed/programs established
- Time spent in service activities
- Downtime -- time spent waiting for information, etc.
- Hearings completed
- Records entered

3. Productivity Measures of the Output per Staff, Judge, etc

- (all of the measures in 2. above by units or time periods, e.g. calls responded to per staff)

4. Efficiency Measures of Resource Costs

- Case processing time
- Age of pending caseload
- Ratio of case dispositions to case filings
- Certainty of hearing dates

5. Outcome Measures of the Results of Traffic Case Processing

- Offender compliance with court orders;
- Offender recidivism;
- Offender access to services such as traffic school;
- Public expectations, awareness of the court's role in traffic case processing, and perceptions of fairness; and
- Public satisfaction with court service provision.

D. Sources of Performance Measurement Data Collection For Assessing Traffic Case Processing

- Court personnel work satisfaction surveys, individual interviews, and focus group sessions
- Public satisfaction surveys, comment cards, interviews, and focus groups
- Interviews with service referral agencies and justice agency partners
- Automated data entry and records
- Caseload filing and disposition statistics

Figure 1: Traffic Case Processing Goals and Measures Summary

Goal 1: Build public trust and confidence in the Siskiyou County Superior Court by:

- Processing all traffic cases expeditiously;
- Providing lasting case resolutions;
- Sentencing offenders appropriately and holding offenders accountable for the consequences of their behavior;
- Increasing knowledge about the consequences of traffic violations among offenders and the community; and
- Ensuring that offenders receive appropriate treatment and intervention, such as suitable traffic schooling.

Goal 1 Performance Measures

Input measures of the types and magnitude of work to be done in traffic case processing are:

- Case filings;
- Tickets submitted;
- Requests for justice agency and community activities and program participation such as school education programs;
- Records entry required;
- Requests for information by phone and at court facility counters; and
- Court hearings/sessions held.

Output measures of the types and amount of work produced during traffic case processing are:

- Case dispositions;
- People served;
- Types of services provided;
- Community meetings held;
- Partnerships formed/programs established;
- Time spent in service activities;
- Hearings completed; and
- Records entered.

Productivity measures of the output per staff, judge, etc

- (all of the measures in 2. above by units or time periods, e.g. calls responded to per staff)

Efficiency measures of resource costs are:

- Case processing time;
- Age of pending caseload;
- Ratio of case dispositions to case filings; and
- Certainty of hearing dates.

Outcome measures of the results of traffic case processing are:

- Offender compliance with court orders;
- Offender recidivism;
- Offender access to services such as traffic school;
- Public expectations, awareness of the court's role in criminal case processing, and perceptions of fairness; and
- Public satisfaction with court service provision.

Goal 1 Performance Measurement Data Collection

- Court personnel work satisfaction surveys, individual interviews, and focus group sessions
- Public satisfaction surveys, comment cards, interviews, and focus groups
- Interviews with service referral agencies and justice agency partners
- Automated data entry and records; and
- Caseload filing and disposition statistics.

Siskiyou County Superior Court - Traffic Case Processing

A. Public Expectations And Workload Demand

B1. Goals

1. Build public trust and confidence in the Court by:
 - * Processing all traffic cases expeditiously,
 - * Providing lasting case resolutions,
 - * Sentencing offenders appropriately,
 - * Increasing knowledge about the consequences of traffic violations, and
 - * Ensuring that offenders receive appropriate treatment and intervention.

B2. Strategic Direction

- Reflects mission and vision stress on:
1. Treating all people with dignity and respect
 2. Use progressive technologies
 3. Provide safe, convenient, accessible facilities; and
 4. Enhance timely court performance and case management.

C. Work Process

Superior Court
traffic case processing

E. Outcomes

1. Offender compliance with court orders.
2. Reduced recidivism.
3. Offender access to services, such as traffic schools.
4. Increased access, public trust and confidence and court visibility.

D. Organizational Infrastructure

Policy-
Formation

Planning

Budgeting

Staffing and
Training

Management

Communications
and Coordination

Performance
Monitoring

Technology

Equipment

Facilities

**Superior Court of CA, County of Siskiyou
PERFORMANCE EVALUATION PROJECT**

DOMESTIC VIOLENCE PERFORMANCE MEASUREMENT MAP

July 1, 2002

A. Goals of Domestic Violence Case Processing

1. Reduce the individual and community harm resulting from domestic violence case processing by:
 - ensuring that offenders receive appropriate treatment and intervention;
 - holding offenders accountable for the consequences of their behavior;
 - facilitating family access to support services and other resources; and;
 - Increasing knowledge about domestic violence throughout the justice system, and the community.
2. Build public trust and confidence in the Siskiyou County Superior Court by:
 - processing all domestic violence cases expeditiously;
 - ensuring consistency across divisions; and
 - coordinating domestic violence efforts within the justice system.

B. Siskiyou County Superior Court Strategic Direction and Domestic Violence Case processing

1. The DV process supports the following Siskiyou County Superior Court strategic planning objectives:
 - treat all people with dignity and respect and apply the law appropriately to the circumstances of individual cases;
 - provide safe, convenient, accessible and appropriate facilities for all who serve and who are served by the court; and
 - encourage the use of appropriate, innovative dispute resolution mechanisms.

C. Types of Infrastructure Required to Support DV Case Processing and the Essential Performance Measurement Questions That Need to Be Addressed For Each Type of Infrastructure

1. Policy-Making

(a) Types of Policy-Making Needed

- Capacity to inventory appropriate treatment providers.
- Determining and continuously updating the range and scope of services to be provided as part of DV case processing.
- Establish cross-agency policies and procedures with partner agencies such as Child Protective Services.
- Determining the implications of changes in DV law for Court policies and procedures.
- Generating the long-term financial support for establishing and maintaining the infrastructure needed to sustain DV case processing, including policies about the hours services will be provided.
- Policies for establishing and maintaining consistent practices among judges and court personnel.

(b) Essential Policy-Making Performance Measurement Questions

- Does the Siskiyou County Superior Court's organization, governance, and policy-making processes, in general, sufficiently support DV case process?
- Do all judges and staff know what their roles are in DV case processing?

2. Planning

(a) Types of Planning Needed

- Court-wide strategic, long-range, and operational planning to integrate DV case processing with the work of the Court in general.
- Operational planning with service provision agencies to establish service standards.
- Interagency operational planning with law enforcement and victims assistance agencies.

- Space and facilities planning.
- Strategic and long-range planning to anticipate implications of changes in legislation.
- Project planning to establish evaluation procedures.
- Technology planning to identify risk assessment instruments and tools for electronic information exchange and case tracking.
- Case management planning.

(b) Essential Performance Measurement Questions

- Is there sufficient planning within the Court to anticipate demand on DV case processing and how community needs can be addressed adequately?
- Is the Court an effective partner in planning efforts to link the work of the Court with the work of treatment agencies, and local, state, and federal justice system partners?
- Is there sufficient project planning and evaluation follow-up within the Court to assure that DV case processing is efficient and effective? Is there sufficient planning to determine if Court DV case processing reduces recidivism and reduces DV in general?

3. Finance and Budgeting

(a) Types of Finance and Budgeting Needed

- Capacity to work effectively with the Court finance unit for treatment provider and court fee collection.
- Flexibility to adjust fee schedules for low income clients.
- Sufficient and predictable resources needed to meet the goals of DV case processing, including the resources needed to affect long-term cultural change.
- A capacity to obtain funds from sources other than the state and county governments, such as from federal government grants.
- A capacity to increase resources and modify expenditures within an annual budget cycle, in light of changes in consumer driven demand for services.
- A capacity to use resources from throughout the entire Court when needed.

(b) Essential Finance and Budgeting Performance Measurement Questions

- Does DV case processing have the resources needed to meet the goals of the process?
- Does the Court have the flexibility to use resources to meet changing needs as problems are identified?
- Is the Court able to obtain resources for DV case processing, including dollars, people, and materials, from a variety of sources, such as other governments and private groups?
- Is the Court able to enter into partnerships that include resource sharing with other private and public organizations.

4. Staffing and Training

(a) Types of Staffing and Training Needed

- Judge and staff training needed to effectively process DV cases.
- Cultural diversity training.
- Interview skills and customer service training, including training on how to deal with court users under stress.
- Capacity to provide a level of service coverage that meets public expectations.
- Staff to monitor case progress.
- Training about effects of DV on families and children.
- Training about forms of violence.
- Training needed to detect and test for substance and alcohol use.

(b) Essential Staffing Performance Measurement Questions

- Does the Siskiyou County Superior Court have the trained personnel needed to meet public expectations for effective DV case processing?
- Can the Court access staff located in other organizations to assist with DV related service provision?

5. Management

(a) Types of Management Needed

- Commitment by judges, administrators, and staff to use standardized DV case processing procedures.
- Capacity to provide adequate supervision and guidance to the diverse types of Court personnel.
- Capacity to supervise case management.
- Capacity of the Court administrative chain of command to insure proper oversight of DV case processing in general.
- Capacity to oversee distribution of workload among probation workers.
- Capacity to instill confidence in Court leadership among all judges and personnel, and a willingness among all personnel to follow the direction of leaders.

(b) Essential Management Performance Measurement Questions

- Do the personnel assigned to DV case processing receive the supervision and guidance they need?
- Does the Court administrative and governance structure assure that judges, court managers and personnel are aware of, and able to support DV case processing?

6. Communications

(a) Types of Communication Needed

- Capacity for those responsible for DV case processing to communicate with personnel from throughout the Court, service providers, and other justice partners.
- Consistency in court orders across divisions.
- Capacity to provide consistent message to a family from all service providers.
- Capacity to link treatment and financial plans.
- Capacity for those responsible for DV case processing to communicate with citizen groups, volunteers, individual citizens, and the public at large.

- Need for standard reporting procedures from treatment providers.
- Capacity to communicate case information among Court units.

(b) Essential Communications Performance Measurement Questions

- Are all segments of the Court aware of, and supportive of, DV case processing policies and procedures?
- Are all segments of the justice community aware of, and supportive of, Court DV case processing policies and procedures?
- Are all segments of the public aware of the DV case processing goals and outcomes of DV case processing by the Court?

7. Technology

(a) Technology Needed to Support DV Case Processing

- A variety of different types of communications technology for linking Court personnel with different units, state and local databases, and other justice agencies, such as police agencies and child protection services.
- Records production and management technology.
- Office technology, e.g. word processing, presentation software.
- Computer workstations.
- Case scheduling, tracking, and calendaring programs.
- Access to fee and fines tracking software.
- Message software, including triage software.

(b) Essential Technology Performance Measurement Questions

- Does the availability and use of technology adequately support DV case processing?

8. Equipment

(a) Equipment Needed to Support DV Case Processing

- Photocopiers

- Furniture
- Telecommunications, FAX, printers
- Word processing equipment
- Data base access terminals
- JALAN, and jail management system access

(b) Essential Equipment Performance Measurement Questions

- Does the availability and use of equipment adequately support DV case processing?

9. Facilities

(a) Facilities Needed to Support DV Case Processing

- Common and private work and meeting spaces
- Public information dissemination areas
- Courtrooms, hearings rooms, and judges chambers
- Records rooms and storage spaces
- Waiting room and child care space

(b) Essential Facilities Performance Measurement Questions

- Do Court facilities adequately support DV case processing?

Inventory of Applicable Infrastructure Performance Measures

1. Work Input Measures of the Magnitude of Work to be Done in DV Case Processing

- Case filings
- Changes in legislation
- Requests for justice agency and community activities and program participation such as school education programs

- Records entry
- Requests for information
- Court hearings/sessions
- Probation case referrals
- Treatment provider compliance reports
- Fines assessed

2. Work Output Measures of the Amount of Work Produced by DV Case Processing

- Case dispositions
- People served
- Types of services provided
- Community meetings held
- Partnerships formed/programs established
- Time spent in service activities
- Downtime -- time spent waiting for information, etc.
- Hearings completed
- Records entered

3. Productivity Measures of the Output per Staff, Judge, etc

- (all of the measures in 2. above by units or time periods, e.g. calls responded to per staff)

4. Efficiency Measures of Resource Costs

- Case processing time
- Age of pending caseload
- Ratio of case dispositions to case filings

- Certainty of hearing dates
- Dollar costs per activity, or case
- Revenue obtained from non-local sources
- Personnel time savings per technological applications, program, or innovation
- Personnel using technology and equipment effectively
- Personnel working up to abilities
- Pre-sentence report completion times from referral to sentence dates

5. Outcome Measures of the results of court domestic violence case processing

- Offender compliance with court orders
- Offender recidivism
- Victim access to support services
- Victim and offender satisfaction with court service provision

D. Sources of Performance Measurement Data Collection For Assessing DV Case Processing

- Court personnel work satisfaction surveys, individual interviews, and focus group sessions
- Public satisfaction surveys, comment cards, interviews, and focus groups
- Victim and offender follow-up interviews
- Interviews with service referral agencies and justice agency partners
- Call, walk-in, and request for information records
- Automated data entry and records
- Caseload filing and disposition statistics

Figure 1: Domestic Violence Goals and Measures Summary

Goal 1: Reduce the individual and community harm resulting from domestic violence case processing by:

- Ensuring that offenders receive appropriate treatment and intervention;
- Holding offenders accountable for the consequences of their behavior;
- Facilitating family access to support services and other resources; and
- Increasing knowledge about domestic violence throughout the justice system, and the community.

Goal 1 Performance Measures

Input measures of the types and magnitude of work to be done in domestic violence case processing are:

- Protection order and criminal case filings;
- Court sessions held; and
- Cases referred to probation services.

Output measures of the types and amount of work produced during domestic violence case processing are:

- Number and types of dispositions;
- Results of court sessions; and
- Types of services provided by probation and court referred services.

Outcome measures of the results of court domestic violence case processing are:

- Offender compliance with court orders;
- Offender recidivism;
- Victim access to support services; and
- Victim and offender satisfaction with court service provision.

Goal 1 Performance Measurement Data Collection

- Case files;
- Probation files; and
- Offender and victims focus groups.

Goal 2: Build public trust and confidence in the Siskiyou County Superior Court by:

- Processing all domestic violence cases expeditiously;
- Ensuring consistency across divisions; and
- Coordinating domestic violence efforts within the justice system.

Goal 2 Performance Measures

Efficiency measures of resource expenditures are:

- Processing time for steps in domestic violence case processing;
- Hearings per case;
- Continuances per case; and
- Time spent in probation monitoring and other service activities.

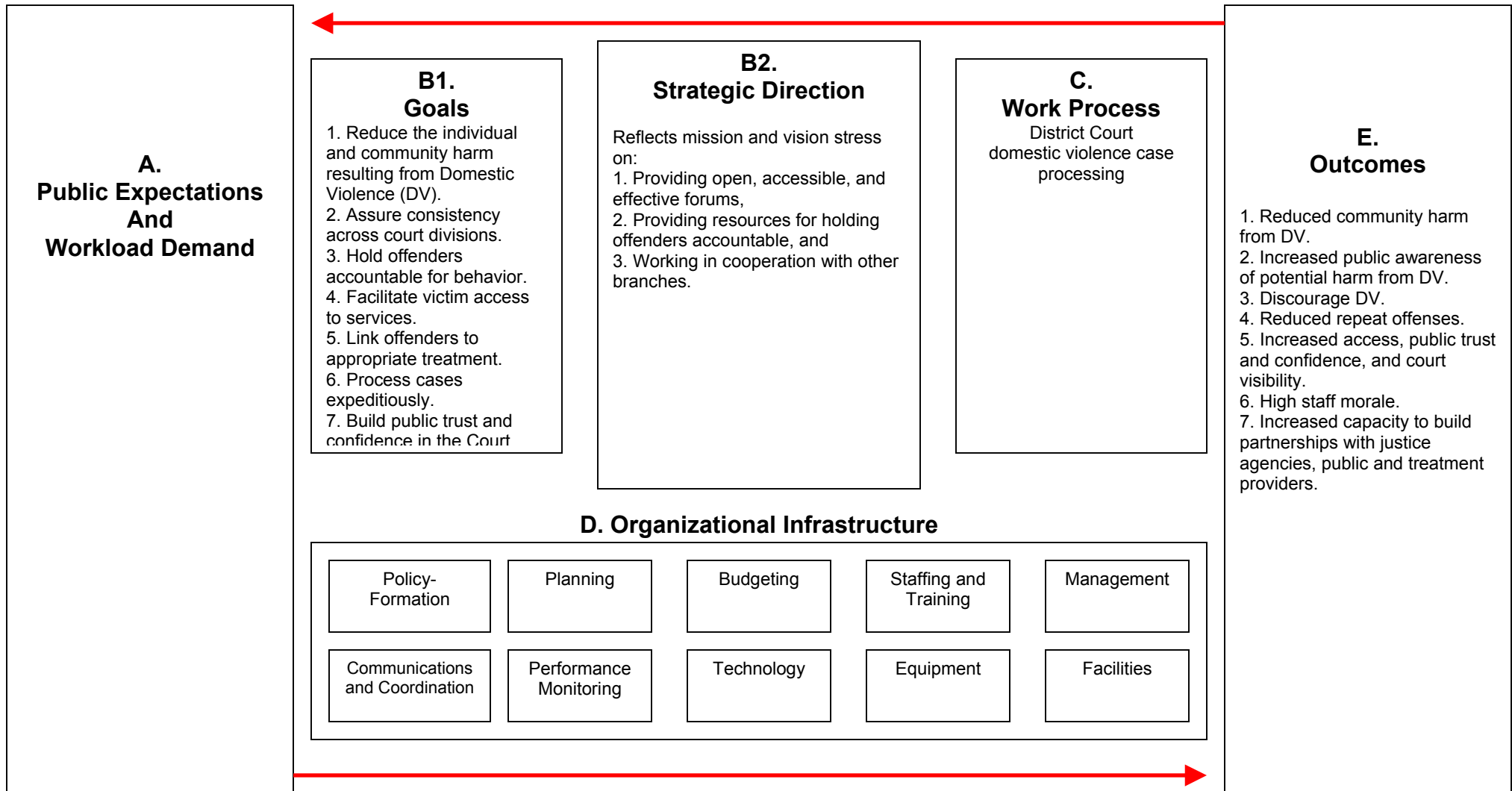
Outcome measures of the results of domestic violence case processing are:

- Public expectations, awareness of the court's role in domestic violence case processing, and satisfaction with court performance.

Goal 2 Performance Measurement Data Collection

- Public focus groups; and
- Public satisfaction surveys.

Siskiyou County Superior Court - Domestic Violence Case Processing



**Superior Court of CA, County of Siskiyou
PERFORMANCE EVALUATION PROJECT**

DRUG COURT PERFORMANCE MEASUREMENT MAP

July 1, 2002

A. Goals of Drug Court Case Processing

1. Reduce the individual and community harm resulting from substance abuse by:
 - ensuring that offenders receive appropriate treatment and intervention;
 - holding offenders accountable for the consequences of their behavior;
 - facilitating offender access to on-going support services and other resources; and;
 - Increasing knowledge about substance abuse throughout the justice system, and the community.
2. Provide cost-effective services by:
 - reducing offender recidivism; and
 - diverting youth from adjudicatory systems.
3. Build public trust and confidence in the Siskiyou County Superior Court by:
 - processing all drug offender case related matters expeditiously;
 - ensuring consistency across divisions; and
 - coordinating substance abuse reduction efforts within the justice system and among the justice system and treatment providers.

B. Siskiyou County Superior Court Strategic Direction and Drug Court Case Processing

1. The use of a drug court supports the following Siskiyou County Superior Court strategic planning objectives:
 - treat all people with dignity and respect and apply the law appropriately to the circumstances of individual cases;

- provide safe, convenient, accessible and appropriate facilities for all who serve and who are served by the court; and
- encourage the use of appropriate, innovative dispute resolution mechanisms.

C. Types of Infrastructure Required to Support Drug Court Case Processing and the Essential Performance Measurement Questions That Need to Be Addressed For Each Type of Infrastructure

1. Policy-Making

(a) Types of Policy-Making Needed

- Capacity to identify target populations and establish eligibility requirements.
- Capacity to inventory appropriate treatment providers.
- Determining and continuously updating the range and scope of services to be provided as part of drug case processing.
- Determining the implications of changes in drug law for Court policies and procedures, such as the passage of Proposition 36.
- Generating the long-term financial support for establishing and maintaining the infrastructure needed to sustain drug case processing.
- Policies for establishing and maintaining consistent practices among judges and court personnel.
- Policies for clarifying the roles and responsibilities of agency partners.

(b) Essential Policy-Making Performance Measurement Questions

- Does the Siskiyou County Superior Court's organization, governance, and policy-making processes, in general, sufficiently support drug court case process?
- Do all judges and staff know what their roles are in drug court case processing?

2. Planning

(a) Types of Planning Needed

- Court-wide strategic, long-range, and operational planning to integrate drug court case processing with the work of the Court in general.

- Operational planning with service provision agencies to establish service standards.
- Interagency operational planning with law enforcement and service agencies.
- Space and facilities planning.
- Strategic and long-range planning to anticipate implications of changes in legislation.
- Project planning to establish evaluation procedures.
- Technology planning to identify risk assessment instruments and tools for electronic information exchange and case tracking.

(b) Essential Performance Measurement Questions

- Is there sufficient planning within the Court to anticipate demand on drug case processing and how community needs can be addressed adequately?
- Is the Court an effective partner in planning efforts to link the work of the Court with the work of treatment and supervision agencies, and local, state, and federal justice system partners?
- Is there sufficient project planning and evaluation follow-up within the Court to assure that drug case processing is efficient and effective? Is there sufficient planning to determine if Court drug case processing reduces recidivism and reduces substance abuse in general?

3. Finance and Budgeting

(a) Types of Finance and Budgeting Needed

- Capacity to work effectively with the Court finance unit for fee collection in cases involving adult offenders.
- Sufficient and predictable resources needed to meet the goals of drug case processing, including the resources needed to affect long-term cultural change.
- A capacity to obtain funds from sources other than the state and county governments, such as from federal government grants.

- A capacity to increase resources and modify expenditures within an annual budget cycle, in light of changes in consumer driven demand for services.
- A capacity to contract for support services, including the transportation of offenders from remote locations across the County.
- A capacity to use resources from throughout the entire Court when needed.

(b) Essential Finance and Budgeting Performance Measurement Questions

- Does drug case processing have the resources needed to meet the goals of the process?
- Does the Court have the flexibility to use resources to meet changing needs as problems are identified?
- Is the Court able to obtain resources for drug case processing, including dollars, people, and materials, from a variety of sources, such as other governments and private groups?
- Is the Court able to enter into partnerships that include resource sharing with other private and public organizations.

4. Staffing and Training

(a) Types of Staffing and Training Needed

- Judge and staff training needed to effectively process drug cases.
- Cultural diversity training to better serve the needs of diverse groups of people within Siskiyou County.
- Interview skills and customer service training, including training on how to deal with court users under stress.
- Capacity to provide a level of service coverage that meets public expectations.
- Staff to prepare procedures manuals and participant handbooks.
- Training needed to use risk assessment tools.
- Training needed to detect and test for substance use.

(b) Essential Staffing Performance Measurement Questions

- Does the Siskiyou County Superior Court have the trained personnel needed to meet public expectations for effective drug case processing?
- Can the Court access staff located in other organizations to assist with drug case related service provision?

5. Management

(a) Types of Management Needed

- Commitment by judges, administrators, and staff to use standardized drug court case processing procedures.
- Capacity to provide adequate supervision and guidance to the diverse types of Court personnel.
- Capacity of the Court administrative chain of command to insure proper oversight of drug court case processing in general.
- Capacity to manage individual cases.
- Capacity to oversee distribution of workload among probation workers.
- Capacity to instill confidence in Court leadership among all judges and personnel, and a willingness among all personnel to follow the direction of leaders.

(b) Essential Management Performance Measurement Questions

- Do the personnel assigned to drug court case processing receive the supervision and guidance they need ?
- Does the Court administrative and governance structure assure that judges, court managers and personnel are aware of, and able to support drug case processing?

6. Communications and Coordination

(a) Types of Communication and Coordination Needed

- Capacity to facilitate agreement about drug court philosophy among justice system personnel.
- Capacity for those responsible for drug case processing to communicate with personnel from throughout the Court, service providers, and other justice partners.

- Capacity for those responsible for drug case processing to communicate with citizen groups, volunteers, individual citizens, and the public at large.
- Need for standard reporting procedures from treatment providers.
- Capacity to protect confidential information.
- Capacity to communicate case information among Court units.

(b) Essential Communications Performance Measurement Questions

- Are all segments of the Court aware of, and supportive of, drug court case processing policies and procedures?
- Are all segments of the justice community aware of, and supportive of, Court drug court case processing policies and procedures?
- Are all segments of the public aware of the drug court case processing goals and outcomes of drug court case processing by the Court?

7. Technology

(a) Technology Needed to Support Drug Court Case Processing

- A variety of different types of communications technology for linking Court personnel with different units, state and local databases, and other justice agencies.
- Records production and management technology.
- Office technology, e.g. word processing, presentation software.
- Computer workstations.
- Case scheduling, tracking, and calendaring programs.
- Access to fee and fines tracking software (this applies only to adult offenders).
- Message software, including triage software.
- Risk and compliance assessment tools.

(b) Essential Technology Performance Measurement Questions

- Does the availability and use of technology adequately support drug case processing?

8. Equipment

(a) Equipment Needed to Support Drug Case Processing

- Photocopiers
- Furniture
- Telecommunications, FAX, printers
- Word processing equipment
- Drug and UA testing equipment
- Data base access terminals
- JALAN, and jail management system access

(b) Essential Equipment Performance Measurement Questions

- Does the availability and use of equipment adequately support drug case processing?

9. Facilities

(a) Facilities Needed to Support Drug Court Case Processing

- Common and private work and meeting spaces
- Substance use testing space
- Holding space for juvenile offenders
- Public information dissemination areas
- Courtrooms, hearings rooms, and judges chambers
- Records rooms and storage spaces
- Waiting room and child care space

(b) Essential Facilities Performance Measurement Questions

- Do Court facilities adequately support drug court case processing?

Inventory of Applicable Infrastructure Performance Measures

1. Work Input Measures of the Magnitude of Work to be Done in Drug Court Case Processing

- Case filings
- Changes in legislation
- Requests for justice agency and community activities and program participation such as school education programs
- Records entry
- Requests for information
- Court hearings/sessions
- Probation case referrals
- Treatment provider compliance reports
- Fines assessed

2. Work Output Measures of the Amount of Work Produced by Drug Court Case Processing

- Case dispositions
- Minute orders
- People served
- Types of services provided
- Community meetings held
- Partnerships formed/programs established
- Time spent in service activities
- Downtime -- time spent waiting for information, etc.

- Hearings completed
- Records entered

3. Productivity Measures of the Output per Staff, Judge, etc

- (all of the measures in 2. above by units or time periods, e.g. calls responded to per staff)
- Measures of economies of scale

4. Efficiency Measures of Resource Costs

- Case processing time
- Age of pending caseload
- Ratio of case dispositions to case filings
- Certainty of hearing dates
- Dollar costs per activity, or case
- Revenue obtained from non-local sources
- Personnel time savings per technological applications, program, or innovation
- Personnel using technology and equipment effectively
- Personnel working up to abilities
- Pre-sentence report completion times from referral to sentence dates

5. Outcome Measures of the results of court drug court case processing

- Offender compliance with court orders
- Offender recidivism
- Offender access to appropriate support services (e.g., life skills, vocational readiness)
- Offender and parent satisfaction with court service provision

D. Sources of Performance Measurement Data Collection For Assessing Drug Court Case Processing

- Court personnel work satisfaction surveys, individual interviews, and focus group sessions
- School records
- Treatment provider records
- Public satisfaction surveys, comment cards, interviews, and focus groups
- Interviews with service referral agencies and justice agency partners
- Call, walk-in, and request for information records
- Automated data entry and records
- Caseload filing and disposition statistics

Figure 1: Drug Court Case Processing Goals and Measures Summary

Goal 1: Reduce the individual and community harm resulting from substance abuse by:

- Ensuring that offenders receive appropriate treatment and intervention;
- Holding offenders accountable for the consequences of their behavior;
- Facilitating offender access to support services and other resources; and
- Increasing knowledge about substance abuse throughout the justice system, and the community.

Goal 1 Performance Measures

Input measures of the types and magnitude of work to be done in drug court case processing are:

- Case filings;
- Court sessions held;
- Court intervention requests; and
- Cases referred to probation services.

Output measures of the types and amount of work produced during drug court case processing are:

- Number and types of dispositions;
- Results of court sessions; and
- Types of services provided by probation and court referred services.

Outcome measures of the results of drug court case processing are:

- Offender compliance with court orders;
- Offender recidivism;
- Offender access to support services; and
- Offender satisfaction with court service provision.

Goal 1 Performance Measurement Data Collection

- Case files;
- School and treatment provider records;
- Probation files; and
- Offender focus groups.

Goal 2: Provide cost-effective services by:

- Reducing offender recidivism; and
- Diverting youth from adjudicatory systems.

Goal 2 Performance Measures

Efficiency measures of impacts of drug case processing such as:

- People diverted from additional court processes;
- Economies of scale obtained from having county-wide approach; and
- Long-term cost savings from reduced substance abuse.

Goal 2 Performance Measurement Data Collection

- Case records;
- Budget records; and
- Activity logs.

Goal 3: Build public trust and confidence in the Siskiyou County Superior Court by:

- Processing all drug court cases expeditiously;
- Ensuring consistency across divisions; and
- Coordinating drug case processing efforts within the justice system.

Goal 3 Performance Measures

Efficiency measures of resource expenditures are:

- Processing time for steps in drug court case processing;
- Hearings per case;
- Continuances per case; and
- Time spent in probation monitoring and other service activities.

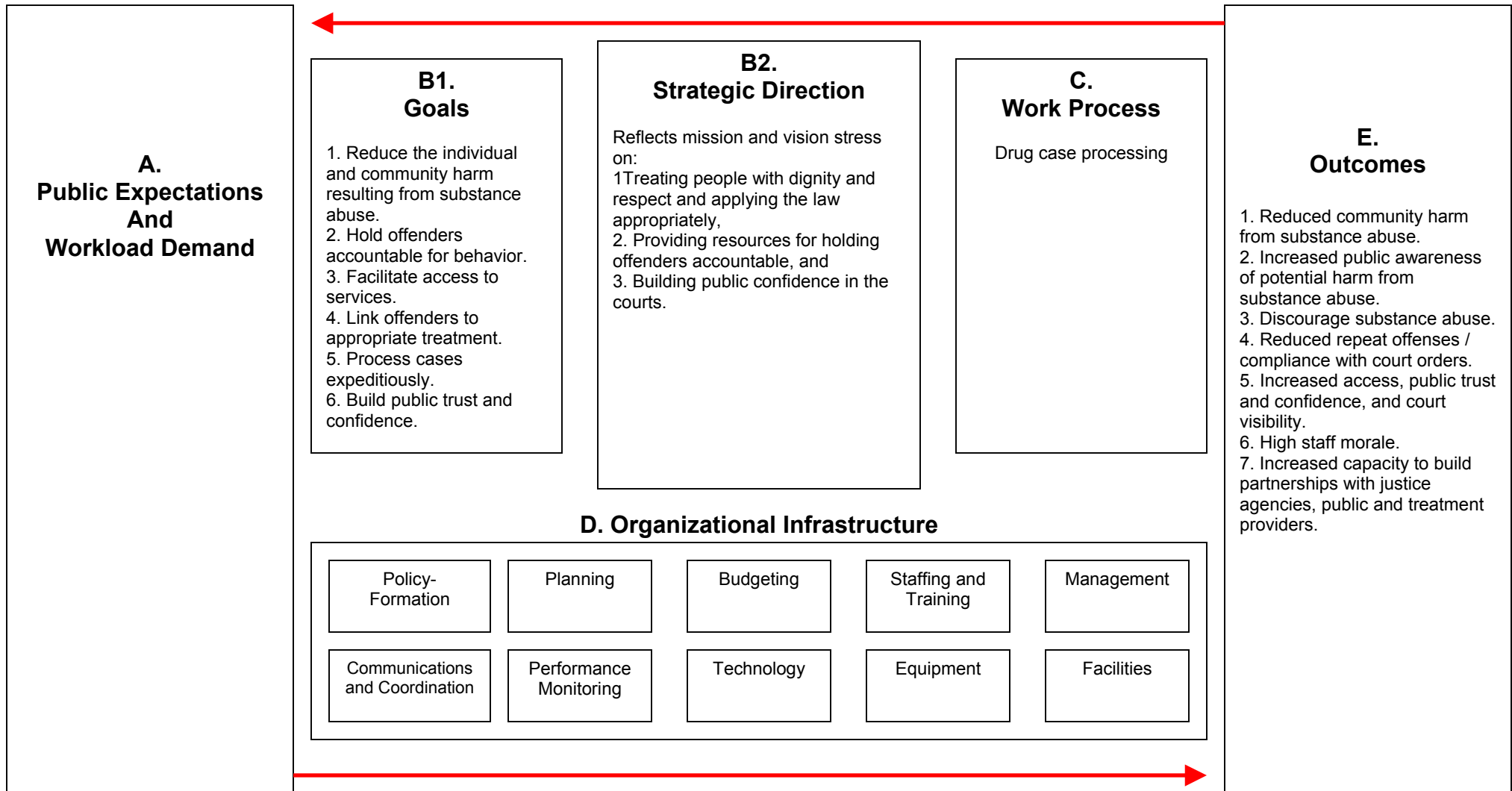
Outcome measures of the results of drug court case processing are:

- Public expectations, awareness of the court's role in drug court case processing, and satisfaction with court performance.

Goal 3 Performance Measurement Data Collection

- Public focus groups; and
- Public satisfaction surveys.

Siskiyou County Superior Court - Drug Case Processing



**Superior Court of CA, County of Siskiyou
PERFORMANCE EVALUATION PROJECT**

**RECRUITMENT AND HIRING PROCESS PERFORMANCE
MEASUREMENT MAP**

July 1, 2002

A. Goals of the Recruitment and Hiring Process

1. Improve court services by hiring competent and successful court personnel throughout the entire Superior Court. This includes:

- hiring people with the capability to work with diverse types of people;
- hiring people with the capability to deal with the stress associated with processing high case volumes;
- hiring people who are willing to learn new processes and approaches to doing the work of the court, and have strong written and oral communication skills;
- hiring people who are willing to work in groups and willing to use a variety of problem-solving approaches; and
- hiring people who will have long-term careers with the Siskiyou County Superior Court, as well as people who will move from the Superior Court to other courts and justice organizations, and careers.

2. Recruit and select a workforce capable of serving a culturally diverse community. This includes:

- attracting numerous qualified applicants for each available position;
- attracting applicants who have personal values and philosophies that support the values and philosophy of the Superior Court; and
- selecting a workforce that can meet the diverse needs of Siskiyou County.

3. Operate a fair, open, and non-biased recruitment and hiring process. This includes:

- seeking the views of judges, staff, and the community in recruitment and hiring decisions;

- providing applicants an overview of the philosophy, structure and organization, and organizational culture of the Siskiyou County Superior Court;
- using staff and supervisors to help evaluate the effectiveness of selection instruments to screen for potential problems; and
- using validated, standardized, and consistently applied selection standards.

Additional desired outcomes of Court recruitment and hiring are:

- building public support for the Superior Court and its policies and programs;
- creating acceptance and support for new personnel by existing staff; and
- improving personnel performance.

B. Siskiyou County Superior Court Strategic Direction and Staff Recruitment and Hiring

1. Important aspects of the Court's mission, vision, values, and strategic planning goals and objectives, incorporated into personnel recruitment and hiring include:

- stress on promoting respect for law, society, and individual rights, and assuring the dignified and fair treatment of all individuals; and
- emphasis on employing a professional and well-trained workforce, and educating agencies that work with the Court and the public about the roles and mission of the Court.

C. Types of Infrastructure Required to Support Recruitment and Hiring and the Essential Performance Measurement Questions That Need to Be Addressed For Each Type of Infrastructure

1. Policy-making

(a) Types of Policy-Making Needed

- capacity to identify the numbers and types of personnel needed over the next 5 - 10 years;
- determining minimum and desired qualifications for new personnel;
- determining the appropriate roles of judges, staff, administrators, and committees in recruitment and hiring;

- determining the mechanics of candidate screening;
- clarifying the specific knowledge, skills, and abilities required to perform well within a variety of jobs within the Court;
- establishing workforce diversity expectations and policies;
- establishing performance standards and time frames for new personnel to complete training; and
- maintaining policies that encourage personnel to perform a variety of duties and develop new skills during their careers with the Siskiyou County Superior Court.

(b) Essential Policy-Making Performance Measurement Questions

- Does the Court's organization, chain of command, and policy-making processes, in general, sufficiently support personnel recruitment and hiring?
- Do judges, personnel, and the public know what their roles are in recruitment and hiring?

2. Planning

(a) Types of Planning Needed

- court-wide strategic, long-range, and operational planning to integrate the recruitment and hiring process with the work of the Court in general;
- county government-wide strategic, long-range, and operational planning to integrate the recruitment and hiring process with the work of other County agencies;
- strategic and long-range planning to determine labor market trends and community demographics; and
- project planning to determine: (a) the activities required to hire a particular position, such as preparing a recruitment strategy, and conducting background checks and interviews, (b) the sequencing and staffing of recruitment and hiring activities, such as preparing a comprehensive candidate interview schedule, (c) the testing tools to be used in the hiring process; and (d) the consultants needed to support the recruitment and hiring process, such as search agencies.

(b) Essential Performance Measurement Questions

- Is there sufficient planning within the Court to anticipate the future demand for personnel in light of evolving community needs and the Court's desired strategic direction?
- Is the Court an effective partner in planning efforts to link its recruitment and hiring efforts to the work of other agencies?
- Is there sufficient project planning and evaluation follow-up within the Court to assure that the recruitment and hiring process is efficient and effective? Is there sufficient planning to determine how the Superior Court will be able to assess whether or not the recruitment and hiring process result in the selection of good personnel?

3. Finance and Budgeting

(a) Types of Finance and Budgeting Needed

- sufficient number of court personnel to serve on review panels and participate in other aspects of personnel recruitment and hiring;
- sufficient and predictable resources needed to meet the goals of the recruitment and hiring process;
- a capacity to obtain funds for labor analyses and purchasing selection tools from sources other than the Court, such as from federal government grants and coalitions of courts;
- a capacity to increase resources and modify expenditures within an annual budget cycle, in light of unanticipated costs; and
- a capacity to use resources from throughout the entire Court when needed, such as staff to conduct background checks.

(b) Essential Finance and Budgeting Performance Measurement Questions

- Are there sufficient resources for meeting the goals of the recruitment and hiring process?
- Is there flexibility to use resources to meet changing needs as problems and deficiencies are identified during the recruitment and hiring process?
- Is the recruitment and hiring process able to obtain resources, including dollars, people, and materials, from a variety of sources?

4. Staffing and Training

(a) Types of Staffing and Training Needed

- personnel to coordinate recruitment and hiring efforts;
- administrators and staff willing to participate in screening groups, and selection committees;
- clerical staff for processing applications;
- administrative staff willing to work on candidate records and background checks;
- consultants for assisting with recruitment;
- staff and consultants for evaluating the recruitment and hiring process;
- new staff training programs and sufficient staff, particularly sufficient numbers of field training staff; and
- training programs to inform judges and administrators about personnel policies and procedures, and management practices, such as termination.

(b) Essential Staffing Performance Measurement Questions

- Are there sufficient numbers of properly trained Court personnel available to complete, successfully, the numerous tasks associated with the recruitment and hiring process?

Are staff and consultants available from other courts or local and state agencies to assist Siskiyou County Superior Court personnel in recruitment and hiring?

5. Management

(a) Types of Management needed:

- commitment by judges, administrators, and staff to use recruitment and hiring procedures, and uniform standards;
- capacity to provide adequate supervision and guidance to the diverse types of Court personnel, consultants, and committees participating in the recruitment and hiring process;

- capacity of the Court administrative chain of command to insure proper oversight of the recruitment and hiring process; and
- a capacity to instill confidence in Court leadership among all judges and personnel, and a willingness among all personnel to follow the direction of leaders.

(b) Essential Management Performance Measurement Questions

- Do the personnel assigned to the recruitment and hiring process receive the supervision and guidance they need to identify and select appropriate staff?
- Does the Court administrative and governance structure assure that judges, court managers and personnel are aware of, and able to support the recruitment and hiring process?

6. Communications and Coordination

(a) Communications needed includes:

- capacity for those responsible for recruitment and hiring to communicate with personnel from throughout the Superior Court and state and county government units; and
- capacity for those responsible for recruitment and hiring to communicate with citizen groups, individual citizens, and the public at large.

(b) Essential Communications Performance Measurement Questions

- Are all segments of the Superior Court aware of, and supportive of, the recruitment and hiring process?
- Are all segments of the public aware of the goals and outcomes of the recruitment and hiring process?

7. Technology

(a) Technology needed to support recruitment and hiring includes:

- a candidate tracking/management data base;
- personnel training and management data base;
- standardized assessment instruments that measure reading and writing skills, and living skills;

- records production and management technology;
- office technology, e.g. word processing, presentation software; and
- computer workstations.

(b) Essential Technology Performance Measurement Questions

- Can recruitment and hiring personnel effectively use the technology associated with the selection process?
- Do assessment tools, such as skills tests, help predict employee success?

8. Equipment

(a) Equipment Needed

- photocopiers;
- furniture;
- telecommunications, FAX, printers; and
- TV and VCR.

(b) Essential Technology Performance Measurement Questions

- Can recruitment and hiring personnel effectively use the technology associated with the selection process?
- Do assessment tools, such as skills tests, help predict employee success?

9. Facilities

(a) Facilities Needed

- Interview rooms, break rooms, and bathrooms;
- common and private work and meeting spaces;
- training facilities; and
- quiet testing spaces

(b) Essential Facilities Performance Measurement Questions

- Do Superior Court facilities adequately support the recruitment and hiring process?

C. Inventory of Applicable Infrastructure Performance Measures

1. Work Input Measures of the Magnitude of Work Associated With the Recruitment and Hiring Process

- Recruitment letters, job fairs, advertisements, and other sources of applicant identification
- Number of applicants
- Requests from media and citizens indicating interest in recruitment and hiring process
- Requests for information about the process
- Number of applications processed, applicants interviewed, tests, background investigations and records checks conducted
- Interview panels established

2. Work Output Measures of the Amount of Work Produced During Recruitment and Hiring

- Number of applications processed, applicants interviewed, tests administered, background investigations and records checks conducted
- Interview panels established and facilitated
- Records entered

3. Productivity Measures of the Output per Staff, Shift, or Program

- (all of the measures in 2. above by units or time periods, e.g. applicants processed per staff)
- Speed in answering messages, applicant requests for information, etc.

4. Efficiency Measures of Resource Costs of Recruitment and Hiring Activities

- Percentage of Superior Court revenue spent on recruitment and hiring

- Dollar costs per activity, staff, or application

D. Sources of Performance Measurement Data Collection For Assessing The Recruitment and Hiring Process

- Personnel activity logs
- Process activity logs
- Copies of assessment tools
- Surveys of applicants, and personnel involved in hiring process, supervisor interviews, and focus group sessions
- Inventory of infrastructure requirements

FIGURE I: PERSONNEL RECRUITMENT AND HIRING MEASUREMENT SUMMARY

Goal 1: Improve court services by hiring competent and successful court personnel for the entire Superior Court by:

- Hiring people with the capacity to work with diverse types of people;
- Hiring people with the capacity to deal with the stress associated with processing high case volumes;
- Hiring people who are willing to learn new process and approaches to doing the work of the court, and have strong written and oral communication skills; and
- Hiring people who are willing to work in groups and willing to use a variety of problem-solving approaches.

Goal 1 Performance Measures

Input measures of the types and magnitude of work to be done in recruitment and hiring are:

- Number of applications;
- Requests for information; and
- Meetings with other agencies to facilitate recruitment and hiring.

Output measures of the types and amount of work produced during recruitment and hiring are:

- Applications processed;
- Contacts with applicants;
- Interview panels established; and
- Number of interviews, tests administered, and background investigations conducted.

Efficiency measures of resource expenditures are:

- Processing time for steps in recruitment and hiring; and
- Costs for steps in recruitment and hiring.

Goal 1 Performance Measurement Data Collection

- Activity logs for each hiring process; and
- Court budget tracking.

Goal 2: Recruit and select a workforce with the capacity to serve a culturally diverse community:

- Attracting numerous qualified applicants for each available position;
- Attracting applicants who have personal values and philosophies that support the values and philosophy of the Superior Court; and
- Selecting a work force that can meet the diverse needs of Siskiyou County.

Goal 2 Performance Measures

Outcome measures of the results of court recruitment and hiring processes are:

- Applicant satisfaction with process;
- Personnel satisfaction with process;
- Match among community, workforce, and applicant profiles;
- Supervisor satisfaction with personnel performance; and
- New employee performance record.

Goal 2 Performance Measurement Data Collection

- Applicant focus groups;
- Supervisor and staff focus groups;
- Personnel records; and
- Applicant, workforce, and community profiles.

Goal 3 Operate a fair, open, and non-biased recruitment and hiring process by:

- Seeking the views of judges, staff, and the community in recruitment and hiring activities;
- Providing applicants an overview of the philosophy, structure and organization, and organizational culture of the Siskiyou County Superior Court;
- Using staff and supervisors to help evaluate the effectiveness of selection instruments to screen for potential problems; and
- Using validated, standardized, and consistently applied selection standards.

Goal 3 Performance Measures

Outcome measures of the results of court recruitment and hiring processes are:

- Applicant satisfaction with process;
- Personnel satisfaction with process;
- Supervisor satisfaction with personnel performance; and
- New employee performance record.

Goal 3 Performance Measurement Data Collection

- Applicant focus groups;
- Supervisor and staff focus groups; and
- Personnel records.

Siskiyou County Superior Court - Recruitment and Hiring

